

Goal 1: Communication-30%

Increase public support of the UI with an increase in communication and brand management.

Threshold: Increase the amount of positive communication in Iowa about the University of Iowa to build greater support and brand recognition of the university by the general public and elected officials.

After these goals were set I directed both the Vice President for Strategic Communications and the state relations officer to prepare a plan for this year to achieve this goal. Below are the plans they prepared that have been developed and are being implemented to achieve this goal.

Advertising and Social Media Plan

Attachment #1 is an overview slide of what our concepts will look like in print and on billboards. Also, attached is the media placement plan for paid advertising over the next year, much of which falls after Election Day to avoid the considerable rate hikes charged due to the political ads, which will allow us to maximize saturation. The targeted markets are in-line with indicated areas where admissions believes they can have the most positive impact in recruiting more Iowa students.

The plan also includes the following elements in support of student recruitment objectives:

- Channel One advertising: Video spots started airing in September in every Iowa high school and middle school during announcements on Channel One. We will substitute in the spots geared more toward prospective students when complete.
- Newspaper college guides: Placement of paid ads in major college guides produced by media outlets throughout Iowa.
- Window clings: Production of University of Iowa car window clings to be issued to every student accepted to the UI.
- We will focus on placement of undergraduate recruitment spots tied into "The Hawkeye Way" campaign through Google.
- More than half of this recruitment budget is for search ads and digital banners that engage prospective students already looking or seeking information on Iowa and midwestern universities. Estimated traffic for this investment exceeds 48,000, with estimated banner and video impressions exceeding 4.5 million.

- The remaining effort is on digital video to introduce the Hawkeye brand for light TV viewers via YouTube. These are 30-second or longer videos that air before popular YouTube videos. Estimated traffic exceeds 8,000, with estimated banner and video impressions exceeding 183,000.

In partnership with the VP for Strategic Communications, the UI Office of Admissions has developed a strategic communications plan for increasing UI visibility and awareness among Iowa high school and junior high students, counselors, teachers, and others in target markets. Specific activities include:

- Increased use of Facebook and Google for communicating with Iowa high school students.
- Increased placement of ads in college guides that target Iowa school and students.
- Feature students from Iowa in UI feature stories, publications and on the web.
- Fund more Special Group visits to campus; e.g., regular bus trips from Des Moines.
- Visit every high school in Iowa every year even if students don't tend to enroll.
- Create a program to get premier faculty into Iowa high schools for assembly programming, teacher development, etc.

Additional Social Media and branding activity:

Significant growth in social media scope and effectiveness has taken place since early 2011.

- An independent company that tracks social media engagement, Blue Fuego, noted that last year the UI had the fastest rate of growth (401 percent) among the 75 largest schools in the nation. The average growth rate among the top 75 was 40 percent.
- In term of audience engagement (a calculation of the total number of Facebook post 'likes'/comments/post shares), Blue Fuego ranked our Facebook presence as the sixth most-engaging among the top 75 largest schools in the nation.
- The UI had the fourth-biggest increase in Facebook audience engagement last year, and the best rate in the Big Ten.
- Between May 2011 and May 2012, our institutional Twitter audience grew from approximately 8,000 to more than 15,000, a growth of 85 percent. Today, it is more than 18,000, and growth strategies for Twitter are in development.
- The Hawkeye Network will afford us 24/7 statewide broadcast on Mediacom's digital tier of UI student/faculty/alumni/program features and profiles along with considerable athletic programming. Negotiations are ongoing between Mediacom and Hawkeye

Sports Properties to finalize advertising revenue sharing. Once this negotiation is complete the Hawkeye Network will be launched.

Legislative Outreach

There are a number of legislative outreach activities planned for this year.

Football games

As has been the past practice, each member of the General Assembly was invited to attend a game with seats in the President's Box at Kinnick. In a typical year we will attract between 35 and 50 legislative visits through these invitations.

College of Pharmacy

The Dean of the College of Pharmacy has been asked to increase his specific legislative outreach activities to support the legislative request for the replacement of the College of Pharmacy's primary building. The Dean will specifically be asked to reach out to members of the Transportation, Infrastructure and Capitals Subcommittee as well as work with College of Pharmacy alumni throughout the state to build support for the project.

College of Business

If the Governor includes the University's request for an initiative related to entrepreneurship in his budget, then the Dean of the Tippie College of Business, as well as key members from the College's staff, will be asked to reach out to members of the Economic Growth Committees to help introduce and explain the initiative at the beginning of the legislative session.

Hygienic Lab

If the Governor includes the request by the State Hygienic Lab for a substantial increase in its base funding, the leadership team of the Hygienic Lab will be asked to reach out to members of the Human Services Appropriations Subcommittee as well as members of the Education Appropriations Subcommittee at the beginning of the legislative session.

Targeted Legislative Visits

Our State Relations Officer created a priority list of legislators that should be the focus of meeting with a developing relationships with this year. This list is comprised of legislative leaders, relevant committee leadership, caucus thought leaders as well as our local legislators.

Priority Legislators in the House – by topic area (those in bold = higher priority):

House

Leadership

Republicans

Paulsen, Kraig Cedar Rapids
Olsen, Steve DeWitt
Upmeyer, Linda Clear Lake
Hagenow, Chris Clive
 Fry, Joel Osceola
Rogers, Walt Cedar Falls
 Smith, Jeff Okoboji
 Windschitl, Matt Missouri Valley

Democrats

McCarthy, Kevin Des Moines
 Abdul-Samad, Ako Des Moines
 Smith, Mark Marshalltown
 Gaskill, Mary Ottumwa

Approps

Soderberg, Chuck
 Lofgren, Mark

Le Mars
 Muscatine

Olsen, Tyler

Cedar Rapids

**Ed
Approps**

Dolecheck, Cecil
Taylor, Rob
Jorgensen, Ron
Byrnes, Josh
 Highfill, Jake

Mt. Ayr
West Des
Moines
Sioux City
Mason City
 Johnston

Winckler, Cindy
 Hanson, Curt
 Lundby, Daniel
Steckman, Sharon

Davenport
 Fairfield
 Cedar Rapids
Mason City

**Ed
Standing**

Jorgensen, Ron

Sioux City

HHS

Heaton, Dave
Miller, Linda
 Costello, Mark

Mt. Pleasant
Davenport
 Imogene

Heddens, Lisa
 Wessel-Kroeschell, Beth

Ames
 Ames

Other

Baltimore, Chip
Cownie, Peter
Deyoe, Dave
 Koester, Kevin
 Forristall, Greg
 Grassley, Pat
VanderLinden,
Guy

Boone
Des Moines
Nevada
Ankeny
 Macedonia
 New Hartford
Oskaloosa

Murphy, Pat
 Hall, Chris
 Gaines, Ruth Ann
 Oldsen, Jo

Dubuque
 Sioux City
 Des Moines
 Des Moines

Locals

Klein, Jared
Kaufmann, Bobby

Keota
Wilton

Jacoby, Dave
Lensing, Vicki
Mascher, Mary
Stutsman, Sally

Iowa City
Iowa City
Iowa City
Hills

Priority Legislators in the Senate – by topic area (those in bold = higher priority):

Leadership

Republicans

Democrats

Dix, Bill
Kapucian, Tim
Bertrand, Rick
Ernst, Joni
Feenstra, Randy
Johnson, David
Smith, Roby

Shell Rock
Keystone
Sioux City
Red Oak
Des Moines
Ocheyedan
Davenport

Jochum, Pam
Sodders, Steve
Gronstal, Mike
Dotzler, Bill
Horn, Wally
McCoy, Matt

Dubuque
Marshalltown
Council Bluffs
Waterloo
Cedar Rapids
Des Moines

Approps

Whitver, Jack

Ankeny

Danielson, Jeff

Cedar Falls

Ed
Approps

Sinclair, Amy

Allerton

Schoenjahn, Brian

Arlington

Ed
Standing

Quirnbach, Herman

Ames

HHS

Johnson, David
Segebart, Mark

Ocheyden
Vail

Ragen, Amanda
Hatch, Jack

Mason City
Des Moines

Other

Boettger, Nancy
Zaun, Brad

Harlan
Urbandale

Mathis, Liz
Petersen, Janet
Courtney, Tom

Cedar Rapids
Des Moines
Burlington

Local

Greiner, Sandy

Washington

Bolkcom, Joe
Dvorsky, Bob

Iowa City
Coralville

Outreach and Legislative Activities – Fall 2012

- 14-Aug Governor's STEM Advisory Council Reception with Lt. Governor Reynolds
- 22-Aug Iowa Innovation Council
- 5-Sep Meeting with Representative Renee Schulte
- 8-Sep Iowa vs. Iowa State Pre-game Luncheon and Football Game with Congressman Dave Loebsack, Lt Governor Kim Reynolds, Director Chuck Gipp, Senators Robert Bacon, Mark Chelgren, Bob Dvorsky, and Jack Whitver
Representatives Chip Baltimore, Dave Deyoe, Vicki Lensing, Mary Mascher, Rick Olson, Kirsten Running-Marquardt, and Nate Willems
- 15-Sep Iowa vs. UNI Pre-game Luncheon and Football Game with Secretary of State Matt Schultz,
- 17-Sep Iowa Central Community College Signing Ceremony with Senator Jack Kibbie and Representative Helen Miller
- 19-Sep Governor's STEM Executive Committee Meeting
- 29-Sep Iowa vs. Minnesota Pre-game Breakfast and Football Game with Director Mark Schouten, Auditor Dave Vaudt, Senators Tod Bowman and Wally Horn
Representative Curt Hanson
- 5-Oct Iowa River Landing Dedication and Tours
with Senator Chuck Grassley, Senators Bob Dvorsky and Joe Bolkcom, and Representatives Dave Jacoby and Mary Mascher
- 9-Oct Meeting with Senator Nancy Boettger
- 10-Oct Meeting with Representative Greg Forristall
Meeting with Senator Joni Ernst
- 18-Oct Legislative Fiscal Committee
- 20-Oct Iowa vs. Penn State Pre-game Dinner and Football Game with Director Mariannette Miller-Meeks, Representatives Betty DeBoef, Lee Hein, Renee Schulte, Kurt Swaim, and Nick Wagner
- 25-Oct Richard Jacobsen Iowa Award Medal Presentation with Governor Branstad and Regent Rastetter
- 6-Nov Meeting with Representative Pat Murphy
- 10-Nov Iowa vs. Purdue Pre-game Luncheon and Football Game with Representatives Kevin Koester, Janet Peterson, and Guy Vander Linden
- 19-Nov Meeting with Representative Walt Rogers
Meeting with Senator Bill Dotzler and Representative Bob Kressig
- 23-Nov Iowa vs. Nebraska Pre-game Breakfast and Football Game with Congressman Dave Loebsack, Director Rod Roberts, Senators Nancy Boettger, Tom Courtney, Randy Feenstra, Tom Rielly
Representatives Cecil Dolecheck, Jack Drake, Greg Forristall, Dave Jacoby, Dan Kelley, Sharon Steckman, and Cindy Winckler
- 26-Nov BOR Appropriations Presentation to Governor Branstad and Lt. Governor Reynolds
- 10-Dec Legislative Dinner with Senator Bob Dvorsky and Representatives Dave Jacoby and Mary Mascher
- 14-Dec Meeting with Representative Kraig Paulsen

Campus Engagement Efforts

Following on the work of the 2009 UI Strategic Planning Task Force on Public Outreach and Civic Engagement, the Office of the Provost established a Committee on Engagement to begin operationalizing an “engagement roadmap” for the University. During its first year, one of that committee’s most important efforts was to explore the possibility of pursuing the Carnegie Foundation’s elective “Community Engagement” classification. Based on the Engagement Committee’s review the University has decided to pursue the classification. Success in this endeavor will raise the profile of the great work faculty, staff, and students are already doing—and provide a catalyst to help us strengthen and create new partnerships with the communities we serve.

The application for the 2015 Carnegie Community Engagement Classification, to be submitted in April 2014, will require extensive documentation of activities across campus and of the University’s institutional commitment to engagement. Given the extraordinary number and variety of engagement and outreach activities in which University of Iowa faculty, staff, and students are involved, this will be a formidable task. Preliminary efforts at collecting information about outreach activities have led to the identification of several broad categories of activity, listed below with a brief example for each.

- o Technical assistance. The Iowa Flood Center—the nation’s first academic center devoted to the study of floods—brings UI engineering and scientific expertise to flood-related issues, helping individuals and communities in Iowa better understand their risk and better prepare for future floods.
- o Campus/community partnerships. For each of the past several years, students, staff, and faculty in the Tippie College of Business have partnered with the Iowa Valley Habitat for Humanity to raise money for and to build a safe and affordable home for a local family in need. To date, Tippie participants have raised more than \$250,000 for Iowa Valley Habitat for Humanity and provided most of the volunteer labor to build five Habitat homes.
- o Community education. ArtsShare is an outstanding University of Iowa arts outreach organization that shares the creative resources of the Division of Performing Arts, the School of Art and Art History, and the Writers’ Workshop by bringing the highest quality arts experiences to K-12 schools; colleges; and community organizations such as libraries and museums, hospitals and nursing homes, and local arts councils. Through ArtsShare, UI artists have visited more than three-fourths of the state’s 99 counties, and the program continues to grow.
- o Public presentation. The A. Craig Baird Debate Forum is a competitive campus public debate program, hosting national summer workshops in Lincoln-Douglas and policy debate for high school students and teachers. The Forum supervises the Iowa Forensic League, a liaison organization for high school speech and debate activities in the state of Iowa.
- o Distance education. The University of Iowa is committed to meeting educational needs across the state. Forty-six percent of enrollments in for-credit continuing education at Iowa’s Regent universities are in UI programs. Two of UI’s newest programs are the online BBA, through which a student can earn a degree in management with a concentration in entrepreneurial management; and the BA in social work program in Des Moines, which prepares students for social work practice in home and community-based settings. Other successful online programs

include the online bachelor of applied studies, designed for community college graduates to complete a four-year degree; and the thriving online bachelor of science in nursing program.

- Publicly engaged research/scholarship. The Iowa Policy Research Organization, housed in the UI Department of Political Science, provides Iowa's legislature, cities, and counties with timely, high-quality information about important public policy issues. Students meet leaders in government and politics throughout the state, learn about current questions of state and national importance, and research and write policy papers on selected issues.
- Service learning and community-based learning. The Iowa Initiative for Sustainable Communities (IISC) works with communities in Iowa to identify, design, and implement sustainability-focused planning projects pairing graduate students in the School of Urban and Regional Planning with partners throughout those communities. The program is growing to involve more departments across the University. The next step plans to pair IISC's current partner city of Dubuque with the Colleges of Education, Public Health, and Law; the School of Art and Art History; and possibly some additional units in FY13. The plan is to create a model that the University can take to other Iowa communities in FY14 and beyond.
- Clinical services. At the annual two-day UI College of Dentistry Mission of Mercy event, more than 1,000 dentistry faculty, staff, and students, volunteer to treat patients free of charge.

Goal 2: Fundraising-30%

Continue leveraging public support of the UI with an increase in private support in a challenging financial environment.

Threshold: Continue progress toward current comprehensive campaign goal of \$1.5 billion, including merit based scholarship funding. Ensure that Grateful Patient fundraising is only solicited by the Vice President of Medical Affairs or the Dean of the Carver College of Medicine.

I continue to work very closely with the UI Foundation's staff in both campaign planning and active fundraising. As of December 31 more than \$957 million has been raised towards the University of Iowa's comprehensive campaign, which now has a \$1.7 billion working goal. On Friday, May 3, at Carver Hawkeye Arena we will have the campaign kickoff event. We will announce our progress toward our campaign goal and leadership gifts committed thus far.

Planning for the campaign is well underway. We have already accomplished a number of campaign activities: we have recruited our campaign volunteers – alumni and friends who tirelessly support the UI; with the assistance of deans and select faculty we have identified and vetted our campaign priorities; and several major gifts have been committed. For example, this fall I was pleased to participate in securing a \$12 million commitment from the Gerdin Family of Solon, Iowa, for the new UI Children's Hospital building.

Through the comprehensive campaign additional resources will be focused on the following three broad areas in which the UI can bring its creativity and expertise to bear here in Iowa and around the world:

- Educating our students - the leaders of tomorrow - to thrive in a complex, global society
- Ensuring a healthier and more sustainable world through discoveries in medicine, allied health fields, and environmental science
- Enriching commerce, culture, and communities for Iowans through creative entrepreneurship in business, the arts and humanities, social sciences, and civic literacy and engagement

Student success initiatives are a core component of the comprehensive campaign. Providing scholarship support - in particular support for undergraduate students from the state of Iowa - is essential to the overall success of the university. As a part of campaign planning, I have asked that in addition to raising funds for university-wide scholarships, each undergraduate college also ensure that scholarship support is included in their respective campaign goals.

Since July 1, we've received 36 new commitments to create scholarship funds for UI students. Included in this number are scholarships matched by The Golden Pledge program. In October,

to encourage donors to create scholarship endowments to support the Board's directive on changes to tuition set aside, I created The Golden Pledge: A Presidential Partnership for Student Success to match the payout from newly established scholarship endowments of \$100,000 or more through the year 2017, doubling the dollars available for these awards. Already more than \$2 million has been committed by generous alumni and friends to take advantage of this program.

This fall, I've traveled throughout the state and the Midwest – making stops in Cedar Rapids, Waterloo, Omaha, and Chicago – to host several alumni and donor events. Additional outreach events and donor visits are scheduled through the spring, including trips to Des Moines, Chicago, the Quad Cities, Washington, D.C., New York, Naples, Phoenix, and Minneapolis. These outreach efforts are important for the campaign's success, provide me with an opportunity to share our message broadly to our constituents, and allow me to meet one on one with prospective donors about the opportunity to participate in philanthropy at Iowa.

Review of Grateful Patient Fundraising Practices

The University of Iowa (UI) and the University of Iowa Foundation (UIF) instituted a joint review of its grateful patient fundraising practices between July and November, 2012. Patient confidentiality is paramount; this commitment is the guiding principle for the program.

The Grateful Patient Fundraising program is important to the ongoing vitality of UI Health Care. Philanthropic support for the health care enterprise provides funding for these and other essential activities: groundbreaking medical research and discovery, patient care resources to enhance both the inpatient and outpatient experiences, equipment to support advanced diagnostic and treatment, scholarships for medical students, and continuing education support for the physicians, nurses, and other caregivers who provide services to patients.

UI Healthcare staff address some of the nation's most pressing medical challenges. Philanthropy is making a marked difference in every area. For example, the Institute for Vision Research is working to eradicate blinding eye diseases like Macular Degeneration and Retinitis Pigmentosa thanks to generous donors who have been impacted by these diseases. And scientists in the Holden Comprehensive Cancer Center are advancing treatments for multiple forms of cancer, thanks to the Holden Family's generosity following their family's experience at UIHC. Mr. and Mrs. Roy J. Carver's experiences with UIHC resulted in a remarkable gift commitment and the naming of the Carver College of Medicine. And a local family whose children have been impacted by genetic auditory nerve problems created a fund to assist researchers as they work to restore hearing through stimulating auditory nerve growth and ear implant surgery. These are just a sample of the many gifts provided by UIHC's grateful patients and their families.

Following conversations with the Board of Regents last summer, UI, UI Foundation and UI Health Care leaders had a series of conversations discussing recommendations moving forward. Those involved included the vice president for medical affairs, the associate vice president for

UI Health Care marketing and communications, the UI Health Care compliance officer, and several members of UI Foundation leadership including the president and CEO, chief operating officer, assistant vice president legal, vice president health sciences development, associate vice president of donor services, and the director of annual giving.

As a result of this review the following recommendations were made, with the following specific outcomes which were completed by December 31, 2012.

1. Review practices of direct marketing solicitations to patients.

Outcome: No direct marketing solicitations are made by a physician who is providing care to that patient.

Outcome: Effective December 1, all direct marketing solicitations to a UI Health Care patient are signed by Vice President Robillard, and/or Dean Debra Schwinn of the Carver College of Medicine.

2. Review the content of patient data shared with the UI Foundation. Go beyond standard legal requirements to ensure that the patient's relationship with UI Healthcare is secure.

Outcome: Patient information is now only received by the UI Foundation after the patient's visit and does not include information about the area of treatment, the name of the physician, or the insurance status.

3. Confirm that direct marketing vendors involved in direct marketing efforts are registered appropriately with the State of Iowa.

Outcome: Direct Marketing vendors contracting with the UI Foundation have confirmed their registration with the State of Iowa.

Goal 3: Federal Funding- 20%

Remain competitive in federal funding.

The University of Iowa strives to remain competitive in obtaining federal funding for the research enterprise.

Threshold: The UI will continue to be competitive and increase productivity for federal research grants. Additionally, the UI will make progress with FEMA in the demolition of destroyed buildings and begin construction of replacement facilities.

	This Fiscal Year to Date	Last Fiscal Year to Date	Percent Change	This Fiscal Year to Date
Proposals Submitted	1772	1788	--0.89%	July, 2012-December, 2012
Dollars Requested	288,515,654	299,221,725	--3.58%	July, 2012-December, 2012
Awards Received	1098	1099	--0.09%	July, 2012-December, 2012
Dollars Awarded	208,499,791	222,957,566	--6.48%	July, 2012-December, 2012

This year, the number of research proposal submissions is similar to last year, as are the number of awards resulting from those submissions. However, the total amount of awarded funding declined slightly, reflecting the intense national competition for federal research funding, as well as the end of the one-time stimulus funding via the American Recovery and Reinvestment Act (ARRA). Similar trends are apparent at our peer institutions. The future of federal research funding remains dependent on resolution of the sequestration issue, which has now been deferred an additional two months.

Research support from state and local government, from private non-profit sources and from businesses is up. This reflects greater engagement with the private sector in strategic partnerships, research funding from businesses is at the highest level in five years.

Given this uncertainty, the university has taken several steps to increase its competitiveness for research funding. Many of the largest federal grant opportunities now focus on complex problems whose solutions require research partnerships spanning many disciplines. Hence, the UI's Grand Challenge cluster hiring initiative includes as an assessment metric the clusters' ability to compete successfully for large federal grants. We are also developing other metrics and assessments to increase opportunities and benefits.

The UI has also engaged ISU – through ISU's Extension network across Iowa - as a partner in its upcoming submission of a \$30.5M Clinical Translational Science Award (CTSA) application to the National Institutes of Health (NIH). The CTSA project will also engage regional health centers across the state to help improve the quality of health care and reduce health care delivery costs.

Construction is underway or complete on major research facilities on the west campus and Oakdale campus that will aid the UI's research competitiveness. These include (a) the Oakdale Data Center, which consolidates IT equipment from across the campus in an energy efficient, secure environment, (b) two new vivaria, which expand the campus' ability to conduct animal-based research, and (c) the Pappajohn Biomedical Discovery Building, which will house researchers from both sides of the campus in a multidisciplinary setting.

Dr. Daniel Reed, Vice President for Technology Policy at Microsoft, was hired as V.P. for Research and Economic Development. Dr. Reed began work in mid-October and has launched a strategic planning process for the Office of the Vice President for Research and Economic Development. The goal is to identify opportunities for greater research collaboration and funding, as well as statewide engagement and economic partnership.

FEMA major project status - The Board receives regular updates at each Board meeting. Attachment 2 is a one page chart regarding the status of the flood recovery projects.

Goal 4: Health Care – 10%

UI Health Care Board of Advisors

As the state's only comprehensive academic medical center and largest multi-specialty group practice, UI Health Care conducts groundbreaking biomedical research; educates the next generation of scientists and health care providers; and provides high quality, patient-centered care, including specialized care, community services, and caring for underserved Iowans. Active and engaged boards play a vital role in health care, by providing the leadership necessary to ensure that health care organizations offer the best patient care possible while functioning efficiently, effectively, and economically.

Threshold: Finalize a three year strategic plan which at a minimum will include plans for implementation of the Patient Protection and Affordable Care Act and enhancing or establishing new partnerships or alliances.

(NOTE: This will be the final year for the UI Health Care Board of Advisors Goal)

In consultation and collaboration with the UI Health Care Board of Advisors, UI Health Care is developing a three year strategic plan to be completed by the end of the fiscal year. The BOR will be routinely updated on progress in establishing and implementing the plan, which will include, among other priorities:

1. Ongoing efforts to uphold and strengthen the compliance program at UI Health Care.
2. Implementation of health care reform changes in Iowa and its impact on UI Health Care.
3. Development of a seamless system of care for all Iowans through the University of Iowa Health Alliance.
4. Implementation of shared data initiatives among University of Iowa Health Alliance members (these initiatives will assist the Alliance to reduce costs and to monitor as a clinically integrated entity).
5. Development of cooperative initiatives among Alliance members and organization of one or more statewide clinical service initiatives.

Goal 5: Achieve Standards in Regent Strategic Plan and Long Term Planning – 10%

Implement the standards adopted by the Board of Regents and integrate the UI strategic plan with long term budget, tuition, enrollment, communication, and facilities planning.

Mapping future planning by integrating all planning efforts will help provide a roadmap for the institution, the Board and the public to know where the UI is planning to go and how we plan to get there. Integration and annual progress will be made with the standards adopted by the Board in its strategic plan.

Threshold: Enhanced focus on increasing in-state undergraduate enrollment by 25% over the next five years. Strengthen coordination with Iowa State University and the University of Northern Iowa in recruiting Iowa residents.

The University's strategic plan, "Renewing the Iowa Promise," emphasizes "focused excellence" in strategically targeted priority areas. The plan sets high expectations and guides the University to take advantage of emerging opportunities, meet developing challenges, and move toward the bright future we envision. The following highlights our efforts and investments in the four strategic priority areas (the "four pillars"): student success, knowledge and practice, new frontiers in the arts, and better futures for Iowans. For each pillar, we have demonstrated links to the Board's plan.

UI Strategic Plan Pillar #1: STUDENT SUCCESS

- Links to BoR Goals: Goal #1 (Iowa's public universities shall be affordable to all academically qualified Iowa residents); Goal #2 (Iowa's public universities will increase the degree attainment of underrepresented minority students); Goal #3 (Iowa's public universities will increase the percent of undergraduate students who graduate within four years); and Goal #6 (Iowa's public universities and special schools will demonstrate that their student outcomes assessment programs help students achieve identified learning goals).
- Accomplishments:
 - Recruitment/Admission of Iowans
 - Enhanced efforts to reach out to Iowans: Iowa Scholars Award, undergraduate recruiting plan, and admissions improvements.
 - Communication designed to move students along a continuum (pre-prospect, Prospect, Applicant, enroll); will encourage opportunities to interact with UI staff and students (in-person and online); and will recognize their actions with us (sending test scores; submitting web inquiry form; etc.)
 - Exploring opportunities for new communication methods (text messages, automated phone calling, prospect portal, etc.)

- Counselor communication program involves setting up a systematic communication plan so that every counselor in Iowa is contacted and communicated with on a regular basis.
- Applicants can now self-report high school transcript information for decisions (verification performed at a later date).
- Make review of Iowa's a priority with goal to respond to application in 48 hours.
- As of December 24th, applications received from Iowa residents are up 5.5% over last year, total applications are up 10.8%
- AY12 first year UG Resident enrollment was up 2.3% over AY11.
- Access and Enrollment Growth
 - Highest total enrollment ever (31,498)
 - Most diverse incoming class (16.2% minority)
 - Military-friendly school (3rd year); awarded major counseling grant jointly with VA staff; 554 Vets enrolled in Fall 2012; expected to increase in Fall 2013.
 - Record 11.3% international enrollment (based on entire UI enrollment). International students do not displace Iowans and their presence adds to campus diversity and provides opportunities for Iowa students to learn how to work with people from other cultural backgrounds, and to move toward global competence.
- Affordability
 - Second lowest resident undergrad tuition in Big Ten
 - I initiated the proposal for undergraduate, resident tuition freeze
 - UI continues to be listed as "Best Buy" in quality-to-cost ratio by major higher education publications
- Improved Retention
 - Early intervention helping to improve retention
 - On Iowa! immersion program (2nd year)
 - Expanding no cost tutoring for students in critical "gateway courses"
 - Expanded supplemental instruction for at-risk students
 - 1-year retention and 4- and 6-year graduation rates remain close to record levels set in last year
- Increased Students' Academic Engagement
 - Enhanced academic components to living-learning communities, and starting in 2013, every first-year student will live in one.
 - Large investments TILE (Transform. Interact. Learn. Engage.) classrooms/learning commons spaces
 - First new residence hall since 1960's is under construction to help meet enrollment growth; focus on living-learning environment.
 - Increased funding over past three years to Iowa Center for Research by Undergraduates (ICRU)

- Implemented MAPworks which allowed us to connect with at-risk first-year students within the first month of their being on campus.
- Competitive proposal process, \$1M allocated to support student success initiatives.
- Outcomes Assessment
 - Joined New Leadership Alliance for Student Learning and Accountability; partnering with CIC
- Career Development
 - ePortfolio electronic résumé program
- UNI/ISU/UI Partnership
 - UI is actively involved with UNI and ISU on transfer articulations with community colleges.
- Graduate/Professional Student Success
 - High quality programs: >85% in top 30 publics
 - 4 degree programs closed; additional programs realigned for efficiency and synergies
 - New programs - MFA Spanish Creative Writing
 - Five new joint bachelor's/graduate degree programs
 - Enhanced career advising/development programs

UI Strategic Plan Pillar #2: KNOWLEDGE and PRACTICE

- Links to BoR Goals: Goal # 7 (The public universities shall contribute to the expansion and diversification of the Iowa economy).
- Accomplishments:
 - Invested in “Grand Challenges” faculty cluster hires through reallocation and collegiate matching funds
 - 6 active clusters, ~60 lines allocated
 - Entrepreneurship
 - Promoted David Hensley to Interim Associate Vice President for Economic Development; will elevate status of entrepreneurship at UI.
 - Targeted FY-13 investment in UI’s John Pappajohn Entrepreneurial Center for enhanced campus and statewide activities in entrepreneurship and entrepreneurial education.
 - Developed proposal to BoR for FY-14 targeted investment in entrepreneurship.
 - Creating programs for all UI students to gain experience in core business education.
 - Enhanced Processes for Monitoring/Rewarding Faculty
 - Implementing new post-tenure review policy
 - Implementing UI Academic and Professional Record (central database of faculty activities)

- Redesigned survey for biennial Faculty Activity Report

UI Strategic Plan Pillar #3: NEW FRONTIERS in the ARTS

- Accomplishments:
 - Rebuilding the Arts Campus
 - Meeting schedule for building, renovation and mitigation of facilities (see, attached table).
 - Aligning campaign priorities with arts campus needs
 - Continuing to manage arts programs at temporary sites; these are very high enrollment programs.
 - Academics
 - Strengthened partnership between School of Art & Art History, Hancher, UI Museum of Art, and other academic departments through common website (www.arts.uiowa.edu) and visioning committee.
 - Making the arts part of educational experience for more undergraduates at UI (e.g., engineering-art partnership).
 - Outreach
 - Arts@Iowa campus website
 - Mural exhibition at Des Moines Art Center and conservation partnership with Getty Museum – currently the most significant art restoration project in USA.

UI Strategic Plan Pillar #4: BETTER Futures for IOWANS

- Links to BoR Goals: Goal #4 (Iowa's public universities shall increase distance education opportunities for life-long learning especially for place-bound and non-traditional students in Iowa to support their educational and professional goals and enhance their quality of life).
- Accomplishments:
 - Educating Iowa
 - Degree completion programs with 15/15 Iowa community colleges
 - New online BBA, BA in social work in Des Moines
 - Partnership with Herbert Hoover Presidential Library – summer institute for teachers, grades 5-12
 - 46% of enrollments in for-credit continuing education at Regent universities are in UI programs (more than 15,000 credit hours delivered)
 - Iowa Western Community College (IWCC) partnerships with the Regent Universities. The partnership is searching for a

mathematics lecturer to be employed by the University of Iowa. The appointment will be shared with IWCC and the selected individual will teach entry level courses for IWCC/SCC and advanced math courses for UI. Similarly a partnership is being developed with the Regent Universities and WITCC and NCC.

- Statewide Partners
 - STEM engagement – Iowa Governor’s STEM Advisory Council and Kirkwood Community College partnership
 - Iowa Obesity Network (UI, ISU, UNI)
 - Iowa Initiative for Sustainable Communities partnering with Dubuque (plans to expand to Muscatine and Cedar Rapids)
- Engaged Scholarship
 - Faculty clusters - serving Iowans
 - Digital Studio for the Public Humanities
 - Carnegie Community Engagement Classification
- K-12 Engagement through UI Belin-Blank Center, College of Education
 - About 200 teachers earned credit for Belin-Blank workshops and courses this year
 - Every county in Iowa that has a high school is registered as part of the Iowa Online Advanced Placement Academy (IOAPA). That means that information about the UI Belin-Blank Center impacts every high school. Even if students don’t register for an online class, there is still increased awareness on the part of teachers and students.
 - 650 Iowa high school students registered for an online AP class this year
 - Each summer, approximately 700 pre-college students participate in academic programming offered through the Belin-Blank Center. Some of these programs are designed exclusively for Iowa students.

UI Strategic Plan Foundational Commitment: Collaboration, Enterprise, Innovation

- Regular updates to 5-year pro forma projections on revenue and cost factors for GEF
 - Iowa undergraduate recruitment and enrollment emphasis
- Underfunding departmental salary costs and reallocating savings to UI’s strategic priorities
- Plans for undergraduate professional colleges growth
 - Pharmacy (with completion of new building)
 - Engineering
 - Business (includes business education and entrepreneurship for non-business majors)

- Facilities for growth and expansion. Daily utilization improvements via Saturday and Evening programs
 - Tile classrooms
 - Library Commons
 - STEM
 - Pappajohn Center in Des Moines
- Earmarked revenue growth for:
 - Undergraduate colleges class size changes.
 - Indirect Cost Recovery from sponsored research activity.
 - Resident undergraduate scholarships.
- Focused use of tuition surcharge revenues within colleges.
- Other Background Information:
 - Annually posting of all sources and uses of GEF revenue growth and reallocations.
 - Kirkwood-UI partnership will result in STEM school at Oakdale Research Park. UI is providing land valued at \$2.5M and Kirkwood is paying for construction of facility.
- Facilities Innovation:
 - Privately financed and operated apartment housing (replacing Hawkeye Court Apartments).
 - Uses of construction managers as UI “agents” to increase Iowa contractor opportunities. (Children’s Hospital, Hancher, School of Music).
 - Design-Build Bridging authority: \$74M in projects underway.
 - Adoption of “Consensus Documents” to simplify contractor/UI agreement.
 - Developing private sector operated, “Job Order Contracting” for the smallest and most numerous capital improvement projects.
- Investments:
 - Major conversion of investment management for operating and intermediate portfolios (includes UIHC). Recent 3-year report given to Board.
 - Return over established benchmarks since 2009 is \$120 million.
- Benefit Costs:
 - Faculty and Professional staff benefits costs reduced University-wide.
 - General Education Fund cost reduction of \$1.9M in FY2013 budget.
 - Fringe benefit cost rates for all UI employees combined has dropped over 7% since 2009.
- Financial Performance:
 - Maintained AA credit rating with stable outlook by Moody’s and Standard and Poor’s.
 - Audited financials in FY2012 report 7.7% increase in “net worth” and prior two years had increases of over 9% in each year.
- Direct UNI assistance includes investment management and software development such as developing and installing ProTrav and Jobs@UNI.

- Latest ISU collaboration includes UI acting as administrative agent for student athlete health insurance plans (UI has been also doing this for UNI).
- Financial integration continuing with Universal Electronic Workflow that will increase electronic transactions to over the current 1 million per year level.
- LEAN leadership working with Iowa companies.
- External building condition assessment by ISES completed biennially identifies deficiencies and prioritizes work.
- Charge back of administrative costs to all UI units stable to slightly lower percentage since 2009.
- Data Center consolidation accomplished by UIHC and General University I.T. organizations.
- Successfully rebid the privatized UI and UIHC identification card for multiple uses—includes students, faculty and staff—60,000 users. Competition won by Hills Bank.



MIND OVER MEDIA

Concept Options & Designations

Concept 2

Concept 2 projects The University of Iowa's stature as a leading national research university. A clean, white background and simple, consistent headline, "What is The Hawkeye Way?", provide a sophisticated stage for telling the strong stories of the University's many contributions to the state, the nation, and the world.



ATTACHMENT 2

UNIVERSITY OF IOWA - MAJOR FLOOD RECOVERY PROJECT REPORT

	Regional FEMA Site and Replacement Authority Approval	Completion of State/Regional Review of Recovery and Mitigation Plans (PW-complete)	Completion of National FEMA Review/Funding Obligation (1)	Submission of Schematic Design and Budget to Board Office for Regents Action	Award of Construction Contract(s)	Substantial Completion
Art Building West			Complete (March 2011)	Complete (March 2010)	Complete (September 2010)	October 2011
Art Building (Replacement)	Complete (October 2010)	Complete (June 2011)	Complete (January 2012)	Complete (March 2012)	May 2013	April 2016
Art Building (Demolition)		Complete (June 2011)	Complete (May 2012)	December 2012	May 2013	November 2013
Hancher Performing Arts (Replacement)	Complete (October 2010)	Complete (June 2011)	Complete (January 2012)	Complete (March 2012)	November 2012 to October 2013 (3)	December 2015
School of Music (Replacement)	Complete (October 2010)	Complete (June 2011)	Complete (January 2012)	Complete (March 2012)	January 2013 to September 2013 (3)	March 2016
Hancher/Voxman/Clapp (Demolition)		Complete (June 2011)	Complete (May 2012)	December 2012	February 2013	December 2013
Iowa Advanced Technology Labs		Complete (June 2011)	October 2012 (4)	March 2013	June 2013	July 2014
Iowa Memorial Union		Complete (July 2011)	Complete (January 2012) (5)	Complete (October 2010)	April 2013	February 2015
Mayflower Residence Hall		Complete (June 2011)	October 2012 (4)	Complete (June 2012)	February 2013	June 2014
Theatre Building		Complete (June 2011)	Complete (February 2012)	Complete (October 2012)	August 2013	October 2014
Utility System (2)		Uncertain (pending appeal and FEMA response to UI proposed plan)	Uncertain (pending appeal and FEMA response to UI proposed plan)	Uncertain (pending appeal and FEMA response to UI proposed plan)	Uncertain (pending appeal and FEMA response to UI proposed plan)	Uncertain (pending appeal and FEMA response to UI proposed plan)

November 1, 2012